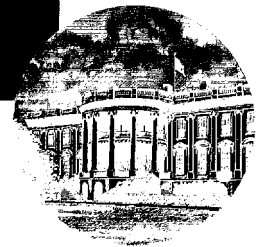
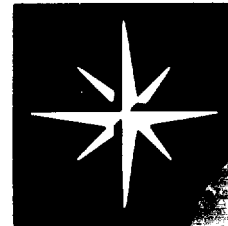


*Original Center for the Study
of Private Enterprise
(Amer. Univ)*

*Sent to Mr. Helms
Dec 1972*



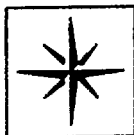
Questionnaire to the Presidential Appointees

from

The American University

School of Business Administration

Center for the Study of Private Enterprise



The American University

Washington, District of Columbia 20016

CENTER FOR THE STUDY OF PRIVATE ENTERPRISE

Telephone: (202) 686-2144

Along with the growing interest in the problems of government management has come an increasing awareness of the importance of government managers in the development and implementation of public policy. Nevertheless, the public is only dimly aware of the careers, problems, and achievements of even the top leaders of the federal establishment.

You are a member of that small group of men and women who have served as Presidential Appointees. That experience gives you a unique perspective on government and its problems; it also makes you an object of special interest to scholars and to the society at large.

Consequently, we are preparing a book on Presidential Appointees, describing who they are, how they happened to become members of an administration, what they did afterwards, what they found enjoyable and disappointing in their experience and how they view the whole system of transient top leadership in government. The key to the usefulness of the study, of course, is the views of the Presidential Appointees themselves. Through a combination of confidential questionnaires and a selected number of follow-up interviews with those who served with Presidents Eisenhower, Kennedy, Johnson and Nixon we hope to assemble the kind of data we need.

Our interest in this project stems from many sources. One of us leads a program in business and government relations at The American University; the other served as a Presidential Appointee and now teaches at the Harvard Business School. Both of us are convinced that a fuller public and academic understanding of the people who are the government's top managers and the problems as they see them, both personally and professionally, will serve to create a greater appreciation of the "real world" in Washington with all its strengths and weaknesses.

We appreciate that we are asking a great favor of you in sending along the enclosed questionnaire, but we think the effort is a thoroughly worthwhile one and hope you will, too. We assure you that the material contained in the questionnaire will remain anonymous and confidential. Would you be willing to fill it out and return it in the next month? Thank you very much.

CONFIDENTIAL
Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0
PART I

PERSONAL DATA:

1. Name _____
Last First Middle
2. Birth date _____ mo. _____ day _____ year
3. What educational level have you attained?
- a. Terminal degree: _____ in _____
(Ph.D., LL.B., etc.) (Business Admin., etc.)
- Approximate percentage of Terminal degree work completed _____ %
- b. Master's degree: _____ in _____
(M.A., M.B.A., etc.) (Liberal Arts, Eng., etc.)
- Approximate percentage of Masters degree work completed _____ %
- c. Bachelor's degree: _____ in _____
(B.A., B.S., etc.) (Business, English, etc.)
- Approximate percentage of Bachelor's degree work completed _____ %
- d. High School _____
4. From what colleges or universities did you receive your degrees?
- a. Terminal degree: _____
- b. Master's degree: _____
- c. Bachelor's degree: _____
5. Experience:
- a. Prior to Government Service:

from	to	organization	job title	yearly salary
(date)				

from	to	organization	job title	yearly salary
(date)				

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

5. (continued)

b. Presidential Appointments held during Government Service:

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

c. Post Government Service:

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

from (date)	to	organization	job title	yearly salary
----------------	----	--------------	-----------	---------------

6. Religion: (for aggregate statistical reporting only)

Protestant ☐

Catholic ☐

Jewish ☐

Other ☐

7. Race: (for aggregate statistical reporting only)

White/Caucasian ☐

Black/Negro/Afro-American ☐

Spanish speaking ☐

Other ☐

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

8. Political party affiliation: (for aggregate statistical reporting only)

Republican ☐

Registered ☐ ☐
yes no

Democrat ☐

Registered ☐ ☐
yes no

Independent (Democratically inclined) ☐

Independent (Republican inclined) ☐

ANY ADDITIONAL COMMENTS — PART I

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL
Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0
PART II

BEFORE YOUR APPOINTMENT:

1. Prior to your Government Appointment did you indicate to anyone of authority in prior or present administrations that you were interested in a Federal Government job or Presidential Appointment?

☐ yes ☐ no

a. What means did you use to do this? (Please explain)

b. Did these contacts concern the Presidential Appointment you ultimately received?

2. Did you actively seek any other Federal Government job?

☐ yes ☐ no

a. Did you seek it prior to your initial Appointment?
What was it?

☐ yes ☐ no

b. Did you seek it during your tenure in Government?
What was it?

☐ yes ☐ no

3. Were you actually *recruited* into your initial Government Appointment as opposed to seeking the job by your own initiative?

☐ yes ☐ no

a. Who was primarily responsible for recruiting you into Government Service?

b. Were any other persons influential in recruiting you?

1. _____
NAME TITLE

2. _____
NAME TITLE

3. _____
NAME TITLE

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

c. What arguments convinced you to accept your appointment? (List in order of importance)

1.

2.

3.

4.

d. Even though you accepted, what were the principal reasons in your mind that militated against taking the job? (List in order of importance)

1.

2.

3.

4.

4. How many years did you intend to spend in Government Service? _____

5. Did you ever talk to the President *directly* about entering Government Service?

☐ yes ☐ no

a. About your initial Appointment?

☐ yes ☐ no

6. How many years did (have) you actually spend(t) as a Presidential Appointee? _____

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

7. Why do you believe *you* were selected for an Appointment? (List several reasons in order of importance)

8. Why did you agree to accept your Appointment? (List several reasons in order of importance)

1.

2.

3.

4.

9. Which do you feel was most important in preparing you for your Government Service? (Indicate 1st, 2nd, and 3rd rank of importance)

Formal education ☐

Professional experience ☐

Business experience ☐

Political experience ☐

Other ☐ _____

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

a. What experience in each area did you find most helpful? (Please explain)

Business Experience —

Professional Experience —

Political Experience —

Other —

10. Were there any memberships or activities (collegiate, civic, or other) which you feel were important to your selection for this appointment? (List in order of importance)

1. _____

2. _____

3. _____

4. _____

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

11. Did you participate in any Political Campaigns? (local, state, national)

date	office and candidate	position
date	office and candidate	position
date	office and candidate	position

12. Did you serve in any other Party capacity?

date	position
date	position

13. Did you have any state or local government service prior to your Federal Appointment?

date	position
date	position

14. Did you have any other Federal Government service prior to your Appointment?

☐ yes ☐ no

What was it?

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

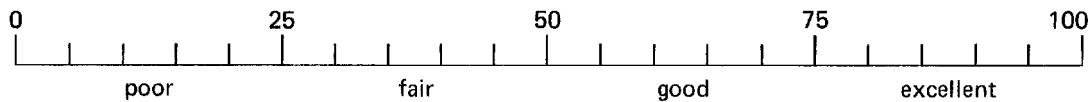
CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0
PART III

DURING YOUR APPOINTMENT:

1. How would you rate your understanding of the basic responsibilities of your first Presidential Appointment before your acceptance?

(Circle one)



- a. If your rating was 50 or higher, was it due primarily to:

Briefings by recruiters ☐

Previous gov't experience ☐

General knowledge ☐

Personal research ☐

Conversations with previous occupants of the position or other knowledgeable persons ☐

Other _____

2. Do you believe you properly anticipated the main mission of your Appointment?

☐
yes

☐
no

- a. What features of the job had you failed to anticipate?

1.

2.

3.

4.

3. Do you feel you had sufficient funds to accomplish your primary mission?

☐
yes

☐
no

- a. Did you have sufficient staff to accomplish your primary mission?

☐
yes

☐
no

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

4. Did you have trouble recruiting qualified staff and subordinates?

☐ yes ☐ no

- a. If yes, what were the most troublesome factors?
(Indicate 1st, 2nd, 3rd, 4th rank in order of importance)

Salary ☐

Lack of specific skills ☐

Partisan political considerations ☐

Perception of government service ☐

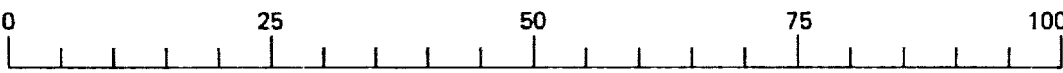
Conflict of interest ☐

Fear of career disruption ☐

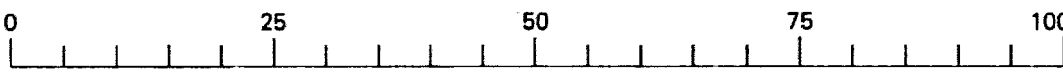
Problems and procedures with government personnel requirements ☐

5. How would you rate your concern about your ability to perform the job?

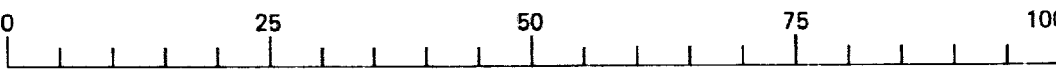
- a. Before Appointment: (Circle one)

I was: 
insignificantly concerned moderately concerned significantly concerned

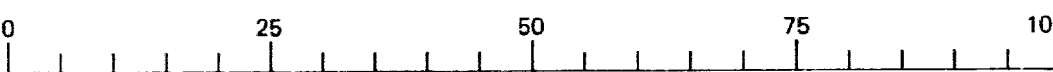
- b. 1 year after Appointment: (Circle one)

I was: 
insignificantly concerned moderately concerned significantly concerned

6. How would you rate the authority of your position relative to your responsibility? (Circle one)


insufficient fair good sufficient

7. How would you rate the help you received from your immediate superior if other than the President?
(Circle one)


insufficient fair good sufficient

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

8. Overall, do you think government employees helped ☐ or hindered ☐ you in the performance of your job?

How would you rate their:

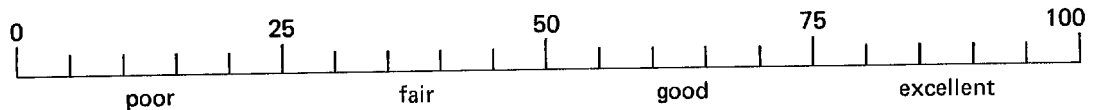
- a. Attitude toward Presidential Appointees: (Circle one)



- b. Willingness to cooperate during changes in Administration: (Circle one)



- c. General effectiveness in performing their tasks: (Circle one)



9. Did your attitude toward career government employees change during your tenure?
How?

☐ yes ☐ no

Why?

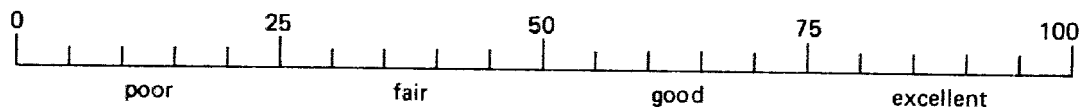
Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

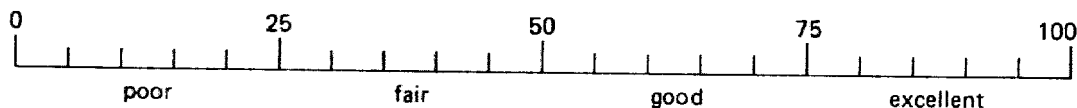
Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

10. How would you rate the cooperation received from the following during your Appointment?

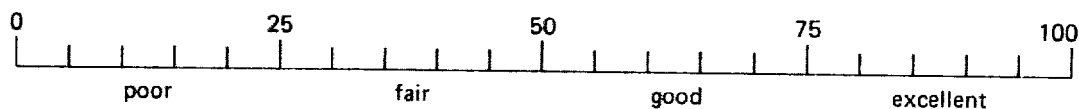
a. Other Government offices with major overlapping responsibility: (Circle one)



b. The White House staff: (Circle one)

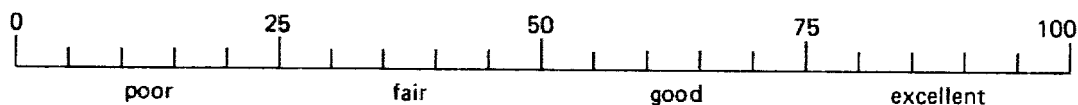


c. The President, if relevant: (Circle one)

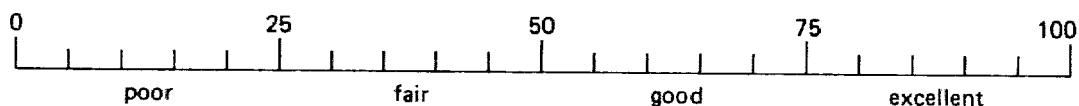


Please explain this rating.

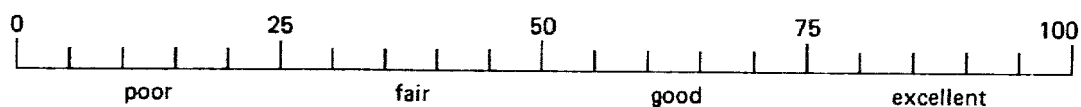
d. Members of Congress in general: (Circle one)



e. Congressional leadership: (Circle one)



f. Congressmen and Senators serving on Committees important to you: (Circle one)

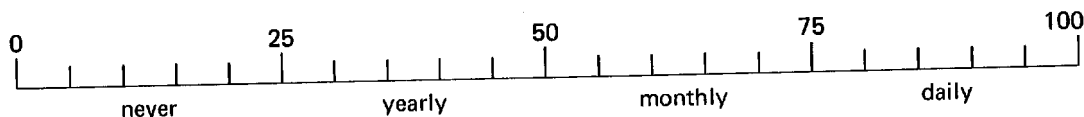


Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

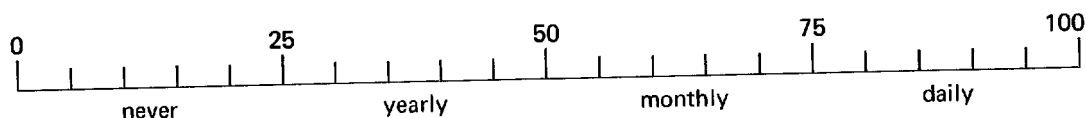
CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

11. How much actual business (as opposed to social contact) with the President himself did you have?



12. How much contact with the White House staff?



13. How would you describe your *primary* function in your job?

14. Do you feel you had sufficient time to perform your primary function?

☐ yes ☐ no

15. Estimate the average number of hours per week you engaged in *administering* your office _____.

- a. Did outside activities such as speeches and public relations appearances impinge upon your ability to function effectively inside the office?

☐ yes ☐ no

- b. Would you estimate the average number of hours per week you engaged in those outside activities _____.

16. Do you feel you were adequately compensated financially considering the time and responsibility required of your job?

☐ yes ☐ no

- a. If no, then what percentage salary increase would you recommend? _____ %

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

17. Did your personal expenses increase ☐ or decrease ☐ as a result of your Appointment?

a. If your personal expenses increased, what were the factors which caused the increase?

1.

2.

3.

4.

18. If your personal expenses exceeded your income during your Appointment, then how did you finance the difference?

Personal savings ☐

Investments ☐

Loans ☐

Other ☐

19. Were you required to divest or surrender control of your stocks or other business interests upon acceptance of the Appointment?

☐ yes ☐ no

a. self imposed or required (by whom)? _____

b. exactly what arrangement was established? _____

- c. If you believe you incurred financial sacrifice during your Appointment, then would you estimate the amount? \$ _____

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

20. Describe the most difficult problem you encountered during your Appointment.

21. What did you find most rewarding about your Appointment?

22. What did you enjoy least about your Appointment?

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

23. How about your family — What did they enjoy most?

24. What did they enjoy least?

ANY ADDITIONAL COMMENTS — PART III

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

CONFIDENTIAL
Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0
PART IV

AFTER YOUR APPOINTMENT:

1. Why did you leave Government Service?

Job dissatisfaction ☐ Please Clarify

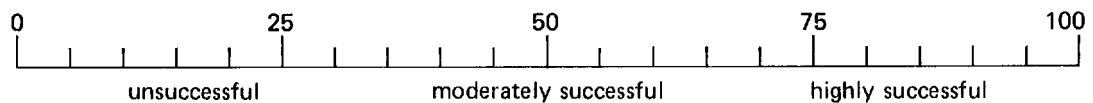
Increased salary from a private opportunity ☐

Change in Administration ☐

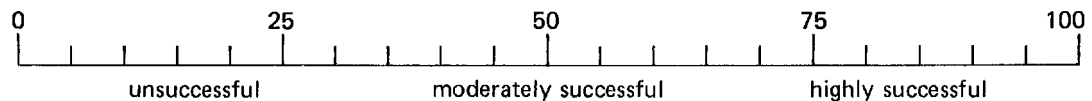
Other and/or additional reasons ☐

2. How would you rate *your* success during your Appointment in terms of:

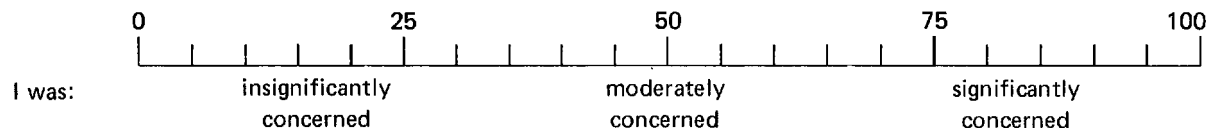
- a. Your personal objectives: (Circle one)



- b. The Administration's objectives (Circle one)



3. How would you describe your concern for Post Government employment while you were with the Government? (Circle one)



CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

If you were concerned, did this inhibit your job performance in government?

If yes, how? _____

4. How did you locate your post Government job?

5. Did you have more difficulty than you expected in locating a job?

☐
yes

☐
no

a. If yes, what do you believe was the major problem?

6. Did people outside Government whom you met during your Appointment help you to relocate?

☐
yes

☐
no

a. If yes, in what fashion?

7. Did anyone in Government help you in finding another position?

☐
yes

☐
no

a. If yes, in what fashion?

8. What aspects of your Appointment do you believe to have been helpful in your career?

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

a. What aspects of your Appointment were harmful?

9. Do you feel your Appointment was of benefit to you personally?

☐
yes

☐
no

a. If yes, then in what ways?

1.

2.

3.

4.

10. Did your Government Appointment create any family difficulties such as increased social activity, time away from family, etc.

☐
yes

☐
no

a. If so, what were they?

1.

2.

3.

4.

b. Was this a consideration in leaving the Government?

☐
yes

☐
no

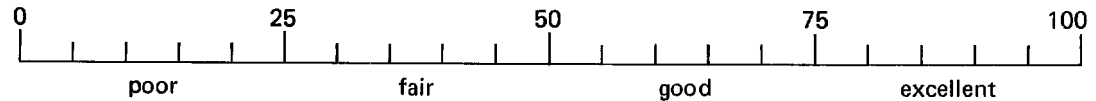
ANY ADDITIONAL COMMENTS — PART IV

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0
PART V

THE PRESIDENTIAL APPOINTMENT SYSTEM:

1. How would you rate the present system for obtaining qualified people at your level? (Circle one)



2. Would you increase ☐ decrease ☐ or leave the same ☐ the number of jobs subject to Presidential Appointment? Why?

3. In your opinion, of what importance is political experience in the selection of a person as a Presidential Appointee?



- a. Why?

CONFIDENTIAL

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0

4. Are there any particular positions now subject to Presidential Appointment which you feel should be in the career service?

a. If yes, which?

5. Are there any comments or recommendations for change, not covered, that you would like to add about service or about the Appointment process?

6. Among the Presidential Appointees with whom you served, about what percentage in your view, were appointed for strictly political reasons? _____%

ANY ADDITIONAL COMMENTS — PART V

Approved For Release 2004/11/01 : CIA-RDP88-01315R000200050001-0